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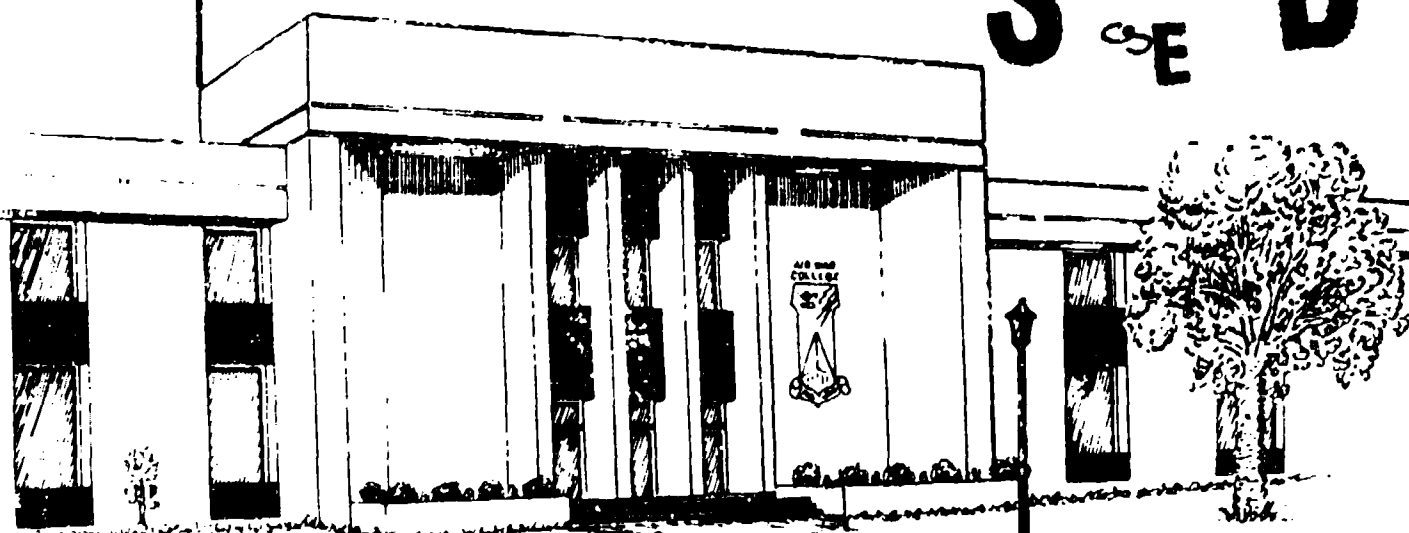
RESEARCH REPORT

THE IMPACT OF THE NEW OFFICER EVALUATION SYSTEM

LIEUTENANT COLONEL JOHN T. MANCLARK

1989

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AIR UNIVERSITY
UNITED STATES AIR FORCE
MAXWELL AIR FORCE BASE, ALABAMA

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THE IMPACT OF THE NEW OFFICER EVALUATION SYSTEM

by

John T. Manclark

Lieutenant Colonel, USAF

A DEFENSE ANALYTICAL STUDY SUBMITTED TO THE FACULTY

IN

FULFILLMENT OF THE CURRICULUM

REQUIREMENT

Advisor: Colonel Frederick M. Beatty

MAXWELL AIR FORCE BASE, ALABAMA

May 1989

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EXECUTIVE SUMMARY

TITLE: The Impact of the Officer Evaluation System

AUTHOR: John T. Manclark, Lieutenant Colonel, USAF

A survey of officers attending Squadron Officer School, Air Command and Staff College, and Air War College during Academic year 1989 was conducted. An analysis of the perceptions and attitudes of the 523 respondents indicates that the Officer Evaluation System has been well received and has caused very little impact on the morale and career aspirations of the officer corps. Recommendations on how to improve the Officer Evaluation System are provided.

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BIOGRAPHICAL SKETCH

Lieutenant Colonel John T. Manclark (M.S. Troy State University) is a Command Pilot who has served in PACAF, USAFE, and TAC and was commander of the 4477th TES "Red Eagles." In addition to his tactical flying assignments he has served a tour at HQ TAC/Deputy Chief of Staff for Personnel. He is a graduate of Armed Forces Staff College and is a graduate of the Air War College, class of 1989

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CHAPTER I

INTRODUCTION

Statement of the Problem

The United States Air Force's revised Officer Evaluation System is the performance appraisal system for the Officer Corps. The OES is used for motivation, promotion, assignments, and reduction in force. This study will analyze the USAF Officer Corps' perceptions and acceptance of the new OES, and compare these results with previous perceptions and attitudes of a quota system and make appropriate recommendations.

Background

In August 1988, the United States Air Force (USAF) introduced a new Officer Evaluation System (OES). General Larry D. Welch stated that the officer corps was uncomfortable with the current OER and that a new evaluation system was a necessity. Prior to the August 1988 implementation

date, the USAF conducted an extensive program which involved numerous press releases and briefings in addition to a formal education program. The goal of this program was to minimize any adverse impact of the new OES on the attitudes and aspirations of the USAF Officer Corps. The new OES contains a quota system that is used to eliminate the inflationary trends that have inflicted all our previous rating systems. The last quota system utilized by the USAF was eliminated in the fall of 1978 due to the officer corps' unhappiness with the basic quota system.

The OES quota system is applied to Promotion Recommendations and is controlled by the Senior Rater who is the Wing Commander or his equivalent. An officer who is eligible for promotion in the primary zone or above the zone will receive a promotion recommendation. There are three possible promotion recommendations:

Do Not Promote

Promote

Definitely Promote

The Definitely Promote recommendations are limited by the following percentages:

| Promotion to | Definitely Promote Allocation |
|--------------|-------------------------------|
| Captain | 90% |
| Major | 65% |
| Lt Colonel | 45% |
| Colonel | 25% |

Promotion recommendations are also utilized for below-the-zone promotions. A promotion recommendation will only be given to those officers who are selected to receive a "Definitely Promote" recommendation. The Definitely Promote recommendations for promotion below-the-zone are limited by the following percentages:

| Promotion to | Definitely Promote Allocation |
|--------------|-------------------------------|
| Captain | N/A |
| Major | 10% |
| Lt Colonel | 10% |
| Colonel | 15% |

Objective

The objective of this study is to analyze the USAF Officer Corps' and acceptance of the new OES, including the historically controversial quota system, and compare the results with the perceptions and attitudes that led to the elimination of our last quota system, and make appropriate recommendations.

Approach to the Problem

A volunteer questionnaire was distributed to USAF Officers attending the Professional Military Education (PME)

programs in residence at Maxwell AFB, Alabama. The questions were designed to measure the attitudes and perceptions the Officer Corps has towards the OES. The questions and analysis, when possible, were modeled after the Air Command and Staff study "Impact of the New OER System-1977" to aid in obtaining a comparison in officer attitudes to those attitudes and perceptions that forced the elimination of our last quota system. An analysis of the responses and a comparison were completed and recommendations formulated.

Limitations

The study was limited to officers attending PME in residence. These officers, in particular those officers attending ACSC and AWC, have been screened by a competitive process and their records do not, in all cases, reflect a cross-section of the USAF. In addition, the officers' perceptions and attitudes on the OES are a result of a limited exposure to the OES and are subject to change as their exposure. Although the factors are significant, they are not considered a major limitation in measuring the Officer Corps' current perception and attitudes on the OES.

Significance of the Work

Any performance rating of an individual is a very

emotional and controversial subject to the ratee. The significance of the OES cannot be underestimated for it is a key factor in motivation, promotion, assignments and reduction in force. How the officer corps views the OES and the fairness of the evaluation system has an impact on the individuals performance, motivation, career aspirations, and ultimately on mission accomplishment. Although the majority of the officers surveyed have not been rated under the OES, their current attitudes and perceptions in addition to their preconceived opinions, are important indicators that can be useful in predicting the need for change in addition to predicting the future of the OES.

CHAPTER II

Survey Questionnaire

The purpose of this chapter is to provide background information on the survey questionnaire including the formulation of the survey questions, the approval authority, the processing of the survey and the analysis of the data. A copy of the questionnaire is included in Appendix A.

The survey questionnaire was modeled after the questions utilized in the Air Command and Staff study "Impact of the New OER System-1977." The same questions, when possible, were used to aid in an overall comparisons of officer's attitudes and perceptions. Questions that were unique to the controlled OER were deleted and some questions that are unique to the new OES were added.

The questionnaire contains a total of 47 questions. There are nine questions designed to obtain demographic data and 38 questions designed to obtain information on the attitudes and perceptions the officers have on the OES. The questionnaire also offered the officers the opportunity to express any written comments that they felt were pertinent to the subject.

The questionnaire was reviewed by AWC/XPX and approved

by AU/XPZ and was assigned Air University Control Number 89-05. The review and approval process were aimed at minimizing bias in the questionnaire. The questionnaire was composed of three separate sections: Data items, Demographic data, and comments. Questions contained in the data item section required an answer of agree, neutral or disagree. Although this limited the possible choices it was essential in the correlation of data to the earlier study. The questions contained in section 2, demographic data, were selected to provide categories of response to aide in the evaluation process. Section 3 of the questionnaire was provided to obtain any response the officer felt pertinent and it also requested comments on the areas the individual liked best and least about the OES.

The survey was administered in mid- December 1988. The following details the response

Survey Response

| School | # Surveyed | # Response | % of Total Surveyed |
|--------|------------|------------|------------------------|
| SOS | 400 | 332 | 83% |
| ACSC | 200 | 85 | 42% |
| AWC | 135 | 106 | 78% |
| All | 735 | 523 | 71% |

The answers to the questionnaire were recorded on an Air University Form 4 and analyzed by the Air University Data

Automation office. Written comments were recorded and analyzed separately. The overall response rate was considered to be acceptable. There is no apparent explanation why the response rate at ACSC was low when compared to the other two schools.

CHAPTER III

Demographic Data

This chapter will present the demographic information on the officer population surveyed. Some of this data will be used later in the analysis of responses. A total of 523 officers completed the questionnaire.

CURRENT GRADE

| | % Lt | % Capt | % Maj | % Lt Col | % Col |
|------|------|--------|-------|----------|-------|
| SOS | .5 | 99.5 | | | |
| ACSC | | | 100.0 | | |
| AWC | | | | 84.0 | 16.0 |
| All | | 63.0 | 17.0 | 17.0 | 3.0 |

This data indicates that the major input of data was made by captains assigned to SOS.

YEARS IN GRADE

| | 1 or less | 2 | 3 | 4 | 5 or greater |
|------|-----------|-----|-----|-----|--------------|
| SOS | 30% | 40% | 15% | 4% | 11% |
| ACSC | 17% | 49% | 34% | | |
| AWC | 20% | 19% | 30% | 28% | 3% |
| All | 26% | 37% | 21% | 7% | 9% |

As expected, almost 3/4 of the SOS students had less

than three years in their current grade.

TOTAL ACTIVE FEDERAL COMMISSIONED SERVICE DATE (TAFCSO)

| | 83-87 | 78-82 | 73-77 | 68-72 | 67 or earlier |
|------|-------|-------|-------|-------|---------------|
| SOS | 55% | 41% | 4% | | |
| ACSC | | 5% | 92% | 3% | |
| AWC | | | 7% | 86% | 7% |
| All | 35% | 27% | 18% | 18% | 2% |

This chart provides data on the commissioned service date of the officers and indicates that over 60% of the officers have less than 10 years commissioned service.

AERONAUTICAL RATING

| | Pilot | Navigator | Non-Rated |
|------|-------|-----------|-----------|
| SOS | 26% | 15% | 59% |
| ACSC | 32% | 19% | 49% |
| AWC | 49% | 10% | 41% |
| All | 32% | 14% | 54% |

HIGHEST LEVEL OF ASSIGNMENT HELD

| | Sq | Wing | NAF | MAJCOM | HQ USAF |
|------|-----|------|-----|--------|---------|
| SOS | 45% | 37% | 4% | 11% | 3% |
| ACSC | 5% | 15% | 15% | 40% | 25% |
| AWC | 1% | 5% | 10% | 38% | 46% |
| All | 39% | 27% | 7% | 21% | 15% |

The above data indicates the highest level of assignment held by the SOS students has generally been limited to base level experience while 60% of the ACSC students have served at MAJCOM or higher. Almost 50% of the AWC students have served at HQ USAF. It is interesting to note that in the 1977 OER study only 48% of the ACSC had served at MAJCOM or higher and only 31% of the AWC students had served a HQ USAF level.

MOST RECENT OER CLOSEOUT LEVEL

| | Col | B Gen | M Gen | Lt Gen | Gen |
|------|-----|-------|-------|--------|-----|
| SOS | 64% | 23% | 11% | 2% | |
| ACSC | 4% | 2% | 46% | 40% | 8% |
| AWC | 3% | 3% | 10% | 65% | 19% |
| All | 42% | 15% | 16% | 21% | 6% |

This chart reflects the level of endorsement the respondents received on their last OER. Nine out of ten ACSC students have received a two-star endorsement while eight out of ten AWC students received a three-star or higher endorsement on their last OER.

YEARS EXPERIENCE AS A RATING OR REVIEWING

OFFICIAL ON OERs

| | 0-2 | 3-4 | 5-6 | 7-8 | 9 or greater |
|------|-----|-----|-----|-----|--------------|
| SOS | 89% | 9% | 2% | | |
| ACSC | 46% | 22% | 16% | 9% | 7% |
| AWC | 9% | 12% | 14% | 8% | 57% |
| All | 66% | 12% | 6% | 3% | 13% |

In addition to being asked demographic data, the students were asked two questions concerning their perceived knowledge of the OES and their source of information.

YOUR ESTIMATE OF YOUR KNOWLEDGE OF THE NEW OES.

| | VERY DETAILED | DETAILED | GENERAL | UNINFORMED |
|------|---------------|----------|---------|------------|
| SOS | 2% | 27% | 67% | 4% |
| ACSC | 4% | 39% | 56% | 1% |
| AWC | 7% | 34% | 59% | 0% |
| ALL | 3% | 31% | 63% | 3% |

These results indicate that a large percentage of the students perceive their knowledge of the OES ranges from a general understanding to a detailed understanding.

YOUR PRIMARY SOURCE OF INFORMATION ON THE OES.

| | FORMAL BRIEFINGS | NEWS ARTICLES | TRAINING CLASSES |
|------|---------------------|------------------|---------------------|
| SOS | 69% | 13% | 18% |
| ACSC | 92% | 2% | 6% |
| AWC | 74% | 0% | 26% |
| ALL | 74% | 8% | 18% |

The primary source of the students knowledge of the new OES was the formal briefings conducted by the MAJCOMs.

In summary, the demographic data indicates a broad range of experience with over 60% of the respondents having less than 10 years commissioned service and less than two years experience as a rating or reviewing officer. This completes the chapter on demographic data. The next chapter will present the survey results.

CHAPTER IV

This chapter will present the results of the survey and will compare, when possible, these results to the results of the 1977 survey. The questions have been separated into sub-groups to assist in the analysis of the officer corps' attitudes and perceptions. These sub-groups are: general characteristics, fairness, career aspirations, performance and motivation, and competition and cooperation.

The survey results will be presented in three separate categories. First, the results will be presented by school. Second, the results will be presented by the respondents last OER endorsement level and finally the results will be presented by the respondents aeronautical rating.

GENERAL CHARACTERISTICS

QUESTION: THE NEW OES IS HERE TO STAY.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 39 | | 46 | | 15 | |
| ACSC | 27 | | 40 | | 33 | |
| AWC | 43 | | 33 | | 24 | |
| ALL | 38 | | 42 | | 20 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 38 | | 47 | | 15 | |
| BRIG GENERAL | 45 | | 44 | | 11 | |
| MAJ GENERAL | 31 | | 41 | | 28 | |
| LT GENERAL | 40 | | 36 | | 24 | |
| GENERAL | 39 | | 25 | | 36 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 42 | | 40 | | 18 | |
| NAVIGATOR | 33 | | 44 | | 23 | |
| NON RATED | 38 | | 43 | | 19 | |

1977 SURVEY

QUESTION: THE NEW OER IS HERE TO STAY.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 54 | | 27 | | 19 | |
| ACSC | 55 | | 23 | | 22 | |
| AWC | 64 | | 24 | | 20 | |
| ALL | 56 | | 24 | | 20 | |

These results indicate that only 4 out of 10 officers believe the new OES is here to stay with an almost equal number choosing the neutral reply. This certainly indicates a large number of the officers are willing to wait and see and at least give the new system a chance. When we compare these results with the 1977 data we find a much larger percentage of officers believed the controlled OER was "here to stay" although the controlled OER was eliminated a little over a year after the survey.

QUESTION: IN TODAY'S AIR FORCE ENVIROMENT, THE INFLATION OF OFFICER EVALUATIONS CAN BE BEST MANAGED WITH A CONTROLLED QUOTA OF PROMOTION RECOMMENDATIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 18 | | 43 | | 39 | |
| ACSC | 30 | | 27 | | 43 | |
| AWC | 29 | | 38 | | 33 | |
| ALL | 22 | | 40 | | 38 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 20 | | 42 | | 38 | |
| BRIG GENERAL | 16 | | 49 | | 35 | |
| MAJ GENERAL | 27 | | 27 | | 46 | |
| LT GENERAL | 21 | | 42 | | 37 | |
| GENERAL | 46 | | 21 | | 33 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 27 | | 35 | | 38 | |
| NAVIGATOR | 16 | | 47 | | 37 | |
| NON RATED | 21 | | 40 | | 39 | |

1977 SURVEY

QUESTION; IN TODAY'S AIR FORCE ENVIROMENT, THE INFLATION OF OFFICER EVALUATIONS CAN BE MANAGED BEST WITH A CONTROLLED DISTRIBUTION OF RATINGS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 54 | | 17 | | 29 | |
| ACSC | 46 | | 17 | | 37 | |
| AWC | 63 | | 10 | | 27 | |
| ALL | 53 | | 16 | | 31 | |

These results indicate that there is not a very large percentage of students that currently support a quota system. Although there are a considerable number of students neutral on the subject, in every category but one, there are more officers that disagree than agree with managing inflation with a quota system. When compared to the 1977 data, it appears that resistance to a quota has increased. Obviously as exposure to the system increases the neutral responses should decrease.

QUESTION: THE EXTREMELY HIGH NUMBER OF OFFICERS THAT RECEIVED A TOP RATING ON THE OLD OER REQUIRED A NEW EVALUATION SYSTEM.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 63 | 27 | 10 |
| ACSC | 56 | 25 | 19 |
| AWC | 62 | 11 | 27 |
| ALL | 62 | 23 | 15 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 67 | 23 | 10 |
| BRIG GENERAL | 56 | 30 | 14 |
| MAJ GENERAL | 61 | 22 | 17 |
| LT GENERAL | 54 | 23 | 23 |
| GENERAL | 71 | 11 | 18 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 67 | 17 | 16 |
| NAVIGATOR | 59 | 27 | 14 |
| NON RATED | 59 | 27 | 14 |

1977 SURVEY

QUESTION: WITH APPROXIMATELY 9 OUT OF 10 OFFICERS RECEIVING A TOP RATING UNDER THE OLD SYSTEM, A NEW EVALUATION SYSTEM WAS NEEDED.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 92 | 3 | 5 |
| ACSC | 87 | 4 | 9 |
| AWC | 87 | 2 | 11 |
| ALL | 89 | 3 | 8 |

These results indicate that there is solid support for a new system. In every category and sub-group over 50% of the students felt a new system was required and in most cases, less than 20% of the officers disagreed with having a new system. A comparison to the 1977 study indicates there is considerably less support for a new system now than in 1977. This could indicate that the officer corps was more comfortable with the uncontrolled DER system than the corps was with the old 9-4 system.

QUESTION: THE PERCENTAGE OF DEFINITELY PROMOTE RATINGS AVAILABLE AT EACH RANK SHOULD NOT BE INCREASED OR DECREASED DEPENDING ON THE LEVEL OF ASSIGNMENT.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 33 | 45 | 22 |
| ACSC | 37 | 37 | 26 |
| AWC | 38 | 29 | 33 |
| ALL | 34 | 41 | 25 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 31 | 46 | 23 |
| BRIG GENERAL | 40 | 43 | 17 |
| MAJ GENERAL | 30 | 43 | 27 |
| LT GENERAL | 41 | 30 | 29 |
| GENERAL | 32 | 25 | 43 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 30 | 42 | 28 |
| NAVIGATOR | 26 | 43 | 31 |
| NON RATED | 40 | 39 | 21 |

1977 SURVEY

QUESTION: A SINGLE DISTRIBUTION CURVE SHOULD BE UTILIZED THROUGHOUT THE AIR FORCE REGARDLESS OF LEVEL OF ASSIGNMENT.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 28 | 25 | 47 |
| ACSC | 27 | 23 | 50 |
| AWC | 38 | 15 | 47 |
| ALL | 30 | 22 | 48 |

The students seem fairly well distributed on this subject. In the 1977 survey there was 50% of the students who did not agree with a constant percentage. At that time, there was significant controversy over officers on the Air Staff receiving a three rating. The students who now agree or who are neutral may have been convinced that under the new OES a "Promote " rating is really promotable.

QUESTION: UNDER THE NEW OES, GRADUATE EDUCATION AND PME ARE LESS IMPORTANT THAN UNDER THE OLD SYSTEM.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 54 | 23 | 23 |
| ACSC | 46 | 23 | 31 |
| AWC | 49 | 20 | 31 |
| ALL | 52 | 22 | 26 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 53 | 23 | 24 |
| BRIG GENERAL | 58 | 21 | 21 |
| MAJ GENERAL | 44 | 28 | 28 |
| LT GENERAL | 43 | 22 | 35 |
| GENERAL | 82 | 4 | 14 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 44 | 25 | 31 |
| NAVIGATOR | 59 | 19 | 22 |
| NON RATED | 54 | 22 | 24 |

1977 SURVEY

QUESTION: UNDER THE NEW OER SYSTEM, GRADUATE EDUCATION AND COMPLETION OF CORRESPONDENCE COURSES (ECI) ARE LESS IMPORTANT THAN UNDER THE OLD SYSTEM.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 28 | 13 | 59 |
| ACSC | 32 | 14 | 49 |
| AWC | 44 | 13 | 43 |
| ALL | 35 | 13 | 52 |

Historically, graduate degrees and PME have been perceived as an important part of an officers record. The recent initiative to down play the importance on advanced degrees and PME and focus on job performance has had results. Over 50% of our students believe that there is decreased emphasis on these areas. When compared to the 1977 study there is a significant difference in the perceptions.

QUESTION: THE TRULY OUTSTANDING OFFICER IS IDENTIFIED MORE EASILY UNDER THE NEW OES.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 43 | | 40 | | 17 |
| ACSC | | 29 | | 44 | | 27 |
| AWC | | 45 | | 30 | | 25 |
| ALL | | 41 | | 39 | | 20 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 44 | | 44 | | 12 |
| BRIG GENERAL | | 44 | | 36 | | 20 |
| MAJ GENERAL | | 37 | | 29 | | 34 |
| LT GENERAL | | 38 | | 37 | | 25 |
| GENERAL | | 38 | | 46 | | 18 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 41 | | 38 | | 21 |
| NAVIGATOR | | 33 | | 48 | | 19 |
| NON RATED | | 45 | | 35 | | 20 |

1977 SURVEY

QUESTION: THE TRULY OUTSTANDING OFFICER IS IDENTIFIED MORE EASILY UNDER THE NEW SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 71 | | 14 | | 15 |
| ACSC | | 70 | | 10 | | 20 |
| AWC | | 72 | | 11 | | 17 |
| ALL | | 71 | | 12 | | 17 |

It has been perceived that inflation has made it difficult to identify our outstanding officers but less than half of the students believe the new OES will make the identification easier. The large percentage of neutral responses indicates a wait and see attitude. The 1977 data indicates that there was a significant perception that the controlled OER did make identification easier.

QUESTION: I AM GENERALLY PLEASED WITH THE NEW OES.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 49 | | 46 | | 5 |
| ACSC | | 34 | | 41 | | 25 |
| AWC | | 45 | | 38 | | 17 |
| ALL | | 45 | | 44 | | 11 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 47 | | 49 | | 4 |
| BRIG GENERAL | | 55 | | 39 | | 6 |
| MAJ GENERAL | | 39 | | 42 | | 19 |
| LT GENERAL | | 38 | | 44 | | 18 |
| GENERAL | | 54 | | 21 | | 25 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 52 | | 37 | | 11 |
| NAVIGATOR | | 48 | | 38 | | 16 |
| NON RATED | | 42 | | 49 | | 9 |

1977 SURVEY

QUESTION: I AM GENERALLY PLEASED WITH THE NEW SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 58 | | 12 | | 30 |
| ACSC | | 43 | | 13 | | 44 |
| AWC | | 54 | | 5 | | 41 |
| ALL | | 52 | | 11 | | 37 |

These results indicate that 45% of the students like the new OES and 43% are neutral or willing to give the system a chance. These figures indicate a receptive attitude. As the students receive increased experience with the OES the number of neutral opinions should decrease. The 1977 data indicates the students were more opinionated due to their increased experience with the system. The 1977 students had a significantly larger number displeased with the OER

**QUESTION: THER IS VERY LITTLE DIFFERENCE BETWEEN THE
NEW OES AND THE 1-2-3 SYSTEM.**

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 12 | | 43 | | 45 | |
| ACSC | 34 | | 21 | | 45 | |
| AWC | 34 | | 16 | | 50 | |
| ALL | 20 | | 34 | | 46 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 12 | | 42 | | 46 | |
| BRIG GENERAL | 12 | | 35 | | 53 | |
| MAJ GENERAL | 29 | | 33 | | 38 | |
| LT GENERAL | 31 | | 21 | | 48 | |
| GENERAL | 32 | | 25 | | 43 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 19 | | 30 | | 51 | |
| NAVIGATOR | 28 | | 39 | | 33 | |
| NON RATED | 19 | | 34 | | 47 | |

This data indicates that there is generally a good perception of the new OES and the system is not generally considered a replay of old 1-2-3 system. ACSC and AWC had a significantly large percentage of students associate the OES with the 1-2-3 system..

SUMMARY

In most cases, the respondents have indicated a very healthy attitude towards the new OES. Over 60% of the students agreed that a new evaluation system was needed and only 11% of the students indicated that they are not pleased with the OES although, 44% of the students had a wait and see attitude. In addition, a large number of students are not convinced that inflation can be best controlled with a quota system. There is less support for a quota system now than in 1977, but there is a better overall acceptance of the OES. The next section will analyze how the students perceive the overall fairness of the OES.

FAIRNESS

QUESTION: THE OES' CONTROLLED DISTRIBUTION OF PROMOTION RECOMMENDATIONS IS A FAIR METHOD OF ELIMINATING INFLATION.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 35 | | 46 | | 19 | |
| ACSC | 29 | | 47 | | 24 | |
| AWC | 36 | | 36 | | 28 | |
| ALL | 34 | | 44 | | 22 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 38 | | 47 | | 15 | |
| BRIG GENERAL | 34 | | 49 | | 17 | |
| MAJ GENERAL | 25 | | 46 | | 29 | |
| LT GENERAL | 34 | | 36 | | 30 | |
| GENERAL | 43 | | 32 | | 25 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 36 | | 43 | | 21 | |
| NAVIGATOR | 35 | | 41 | | 24 | |
| NON RATED | 33 | | 45 | | 22 | |

1977 SURVEY

QUESTION: THE CONTROLLED DISTRIBUTION RATING ASPECT OF THE NEW OER SYSTEM IS A FAIR METHOD OF ELIMINATING INFLATED RATINGS,

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 45 | | 20 | | 35 | |
| ACSC | 36 | | 15 | | 49 | |
| AWC | 50 | | 13 | | 37 | |
| ALL | 43 | | 18 | | 41 | |

These results indicate that only two out of ten of the students do not agree that the OES' controlled distribution of promotion recommendations is a fair method of eliminating inflation, but once again, there is a significant number of neutral responses. It is interesting to note, that 34% of the students think it is a fair method, but only 22% of the students agreed that inflation can be best managed with a quota on promotion recommendations.

QUESTION: SENIOR RATERS ARE GENERALLY QUALIFIED TO DECIDE WHO ACTUALLY RECEIVES PROMOTION RECOMMENDATIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 50 | | 35 | | 15 | |
| ACSC | 66 | | 20 | | 14 | |
| AWC | 67 | | 25 | | 8 | |
| ALL | 56 | | 31 | | 13 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 50 | | 36 | | 14 | |
| BRIG GENERAL | 60 | | 29 | | 11 | |
| MAJ GENERAL | 56 | | 26 | | 18 | |
| LT GENERAL | 60 | | 29 | | 11 | |
| GENERAL | 86 | | 7 | | 7 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 62 | | 29 | | 9 | |
| NAVIGATOR | 56 | | 29 | | 15 | |
| NON RATED | 53 | | 31 | | 16 | |

1977 SURVEY

QUESTION: REVIEWING OFFICIALS ARE GENERALLY QUALIFIED TO DECIDE WHO ACTUALLY GETS THE TOP TWO RATINGS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 33 | | 19 | | 48 | |
| ACSC | 35 | | 19 | | 46 | |
| AWC | 44 | | 15 | | 41 | |
| ALL | 36 | | 18 | | 46 | |

**QUESTION: SENIOR RATERS (WING COMMANDERS OR EQUIVALENT)
ARE QUALIFIED TO PROVIDE BELOW-THE-ZONE PROMOTION RECOMMENDATIONS.**

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 63 | | 27 | | 10 | |
| ACSC | 69 | | 18 | | 13 | |
| AWC | 80 | | 11 | | 9 | |
| ALL | 68 | | 22 | | 10 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 65 | | 26 | | 9 | |
| BRIG GENERAL | 64 | | 24 | | 12 | |
| MAJ GENERAL | 67 | | 21 | | 12 | |
| LT GENERAL | 73 | | 15 | | 12 | |
| GENERAL | 66 | | 11 | | 3 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 72 | | 20 | | 8 | |
| NAVIGATOR | 63 | | 29 | | 8 | |
| NON RATED | 66 | | 21 | | 13 | |

The last two questions were utilized to analyze the students confidence in our Senior Raters and their perception of the fairness of the decision level being placed at the Senior Rater level. Over half the students believe the that Senior Raters are qualified to decide who receives the promotion ratings and only 13% disagreed. When we compare these results to the 1977 study it indicates that our officer corps has significantly increased confidence in the integrity and qualifications of our Wing Commanders and our senior leaders.

QUESTION: RATERS AND ADDITIONAL RATERS ARE GENERALLY QUALIFIED TO RECOMMEND WHO SHOULD RECEIVE DEFINITELY PROMOTE RECOMMENDATIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 48 | | 38 | | 14 | |
| ACSC | 59 | | 25 | | 16 | |
| AWC | 66 | | 23 | | 11 | |
| ALL | 54 | | 32 | | 14 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 48 | | 38 | | 14 | |
| BRIG GENERAL | 51 | | 30 | | 19 | |
| MAJ GENERAL | 54 | | 31 | | 15 | |
| LT GENERAL | 61 | | 25 | | 14 | |
| GENERAL | 75 | | 18 | | 7 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 52 | | 35 | | 13 | |
| NAVIGATOR | 60 | | 23 | | 17 | |
| NON RATED | 53 | | 34 | | 13 | |

1977 SURVEY

QUESTION: RATING OFFICIALS ARE GENERALLY QUALIFIED TO RECOMMEND WHO SHOULD GET THE TOP TWO RATINGS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 73 | | 12 | | 15 | |
| ACSC | 77 | | 10 | | 13 | |
| AWC | 83 | | 8 | | 9 | |
| ALL | 76 | | 11 | | 13 | |

These results indicate that the students also have significant confidence in our mid-level leadership as well as our senior leadership. The major difference between these results and the 1977 results is the current number of students that have a neutral opinion.

QUESTION: THE FREQUENCY OF CONTACT BETWEEN THE RATEE AND THE SENIOR RATER IS AN IMPORTANT CONSIDERATION UNDER THE OES.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 82 | 12 | 6 |
| ACSC | 81 | 12 | 7 |
| AWC | 82 | 13 | 5 |
| ALL | 82 | 12 | 6 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 83 | 12 | 5 |
| BRIG GENERAL | 79 | 11 | 10 |
| MAJ GENERAL | 87 | 9 | 4 |
| LT GENERAL | 81 | 14 | 5 |
| GENERAL | 82 | 11 | 7 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 85 | 11 | 9 |
| NAVIGATOR | 83 | 12 | 5 |
| NON RATED | 81 | 13 | 6 |

1977 SURVEY

QUESTION: FREQUENCY OF CONTACT BETWEEN THE RATEE AND REVIEWER IS AN IMPORTANT CONSIDERATION UNDER THE NEW SYSTEM.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 92 | 4 | 4 |
| ACSC | 95 | 3 | 2 |
| AWC | 90 | 7 | 3 |
| ALL | 93 | 4 | 3 |

QUESTION: OFFICERS WHO ARE GEOGRAPHICALLY SEPARATED FROM THEIR SENIOR RATER ARE IN AN UNFAVORABLE POSITION UNDER THE NEW OES.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 70 | | 24 | | 6 |
| ACSC | | 76 | | 19 | | 5 |
| AWC | | 76 | | 15 | | 9 |
| ALL | | 72 | | 22 | | 6 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 87 | | 27 | | 6 |
| BRIG GENERAL | | 75 | | 20 | | 5 |
| MAJ GENERAL | | 75 | | 19 | | 6 |
| LT GENERAL | | 79 | | 18 | | 5 |
| GENERAL | | 75 | | 11 | | 14 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 75 | | 19 | | 6 |
| NAVIGATOR | | 79 | | 17 | | 4 |
| NON RATED | | 69 | | 24 | | 7 |

1977 SURVEY

QUESTION: OFFICERS WHO ARE GEOGRAPHICALLY SEPARATED FROM THEIR SENIOR RATER ARE IN AN UNFAVORABLE POSITION UNDER THE NEW SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 76 | | 19 | | 5 |
| ACSC | | 86 | | 10 | | 4 |
| AWC | | 85 | | 9 | | 6 |
| ALL | | 82 | | 13 | | 5 |

The results of the last two questions indicate that the major percentage of students see the frequency of contact or "exposure" is a very important element of an evaluation. The "out of sight out of mind" perception is very strong. The 1977 study indicates very little difference overall. This perception is not unique to the OES and would probably be held regardless of the type of evaluation system, and may explain why many officers attempt to avoid positions that are separated from their rater.

QUESTION: OFF DUTY ACTIVITIES (SOCIAL, CIVIC, ETC) WILL
PLAY A MORE IMPORTANT ROLE IN INFLUENCING THE RATING PROCESS
UNDER THE NEW OES THAN UNDER THE OLD RATING SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 15 | | 25 | | 60 | |
| ACSC | 20 | | 25 | | 55 | |
| AWC | 23 | | 27 | | 50 | |
| ALL | 17 | | 25 | | 58 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 14 | | 26 | | 60 | |
| BRIG GENERAL | 18 | | 22 | | 60 | |
| MAJ GENERAL | 19 | | 25 | | 56 | |
| LT GENERAL | 26 | | 24 | | 50 | |
| GENERAL | 7 | | 32 | | 61 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 15 | | 33 | | 52 | |
| NAVIGATOR | 23 | | 21 | | 56 | |
| NON RATED | 18 | | 21 | | 61 | |

1977 SURVEY

QUESTION: OFF DUTY ACTIVITIES (SOCIAL, CIVIC, ETC) WILL
PLAY A MORE IMPORTANT ROLE IN INFLUENCING THE RATING PROCESS
UNDER THE NEW SYSTEM THAN UNDER THE OLD SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 43 | | 27 | | 30 | |
| ACSC | 30 | | 24 | | 46 | |
| AWC | 22 | | 28 | | 50 | |
| ALL | 34 | | 26 | | 40 | |

These results indicate that the students believe that the new OES and the rating process are focused on job performance and they believe in the integrity of our leaders. Overall this expresses a good attitude. This perception is different than the 1977 survey where the students believed that off-duty activities had increased importance.

QUESTION: WHEN THE SENIOR RATER FINALIZES THE PROMOTION RECOMMENDATION, AFSC (CAREER FIELD) BECOMES A BIAS IN THE NEW OES.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 37 | | 54 | | 9 |
| ACSC | | 51 | | 41 | | 8 |
| AWC | | 39 | | 48 | | 13 |
| ALL | | 39 | | 49 | | 12 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 38 | | 53 | | 9 |
| BRIG GENERAL | | 25 | | 60 | | 15 |
| MAJ GENERAL | | 48 | | 45 | | 7 |
| LT GENERAL | | 46 | | 37 | | 17 |
| GENERAL | | 39 | | 38 | | 25 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 27 | | 53 | | 20 |
| NAVIGATOR | | 39 | | 47 | | 14 |
| NON RATED | | 46 | | 46 | | 8 |

1977 SURVEY

QUESTION: WHEN THE REVIEWER FINALIZES THE DISTRIBUTION OF RATINGS AFSC (CAREER FIELD) BECOMES A BIAS IN THE NEW SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 46 | | 36 | | 18 |
| ACSC | | 45 | | 40 | | 15 |
| AWC | | 42 | | 32 | | 26 |
| ALL | | 45 | | 37 | | 18 |

These results indicate that 4 out of 10 students and over one-half the ACSC students believe that AFSC will become a bias in the award of promotion recommendations. The nonrated students' perception that there will be bias far exceeds that of the pilots. This is not surprising, this perception has been around for a long time and is not peculiar to any evaluation system. There is not a significant difference when the results are compared to the 1977 study. It is interesting that only 16% of the nonrated students believe that the Senior Raters are not qualified to decide who receives promotion recommendations, but 46% believe he will be bias in the award of promotion recommendations.

QUESTION: A SENIOR RATER (WING COMMANDER OR EQUIVALENT) HAS A LARGE NUMBER OF OFFICERS ASSIGNED. THE WORK LOAD OF PROVIDING PROMOTION RECOMMENDATIONS WILL PRECLUDE THE SENIOR RATER FROM REVIEWING EACH OFFICER'S RECORD.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 34 | | 39 | | 27 | |
| ACSC | 29 | | 30 | | 41 | |
| AWC | 20 | | 29 | | 51 | |
| ALL | 30 | | 36 | | 34 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 33 | | 41 | | 26 | |
| BRIG GENERAL | 35 | | 36 | | 29 | |
| MAJ GENERAL | 26 | | 34 | | 40 | |
| LT GENERAL | 25 | | 34 | | 41 | |
| GENERAL | 25 | | 11 | | 64 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 35 | | 33 | | 32 | |
| NAVIGATOR | 30 | | 36 | | 34 | |
| NON RATED | 27 | | 38 | | 35 | |

1977 SURVEY

QUESTION: A REVIEWING OFFICIAL (WING COMMANDER OR EQUIVALENT) MAY HAVE UP TO A HUNDRED OR MORE OERS TO REVIEW AT THE END OF A CYCLE. THE WORKLOAD WILL PRECLUDE THE REVIEWER FROM PERSONALLY REVIEWING EACH OER.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 61 | | 12 | | 27 | |
| ACSC | 50 | | 12 | | 38 | |
| AWC | 47 | | 12 | | 41 | |
| ALL | 54 | | 12 | | 34 | |

These results indicate that approximately 1 out of 3 officers believe that the Senior Rater will not have enough time to review each officers record prior to providing promotion recommendations. This appears to be an education problem, for even if a Senior Rater has a large number of officers assigned, he provides promotion recommendations to only those officers who are in the zone for promotion which is usually a small number. The 1977 data strongly supports this perception. This may have been a fact in 1977, but under the OES, Senior Raters are required by regulation to review each officer's record of performance prior to providing promotion recommendations.

QUESTION: AT UNIT LEVEL, AN ADVISORY BOARD COMPOSED OF SENIOR OFFICERS SHOULD ASSIST THE SENIOR RATER IN PROVIDING PROMOTION RECOMMENDATIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 54 | | 29 | | 17 |
| ACSC | | 46 | | 34 | | 20 |
| AWC | | 53 | | 25 | | 22 |
| ALL | | 53 | | 29 | | 18 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 55 | | 29 | | 16 |
| BRIG GENERAL | | 50 | | 28 | | 22 |
| MAJ GENERAL | | 53 | | 28 | | 19 |
| LT GENERAL | | 52 | | 29 | | 19 |
| GENERAL | | 48 | | 32 | | 22 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 46 | | 38 | | 16 |
| NAVIGATOR | | 67 | | 23 | | 10 |
| NON RATED | | 53 | | 25 | | 22 |

1977 SURVEY

QUESTION: A SENIOR OFFICER ADVISORY BOARD SHOULD REVIEW ALL OERS (ACCUMULATED DURING A CYCLE) AND MAKE RECOMMENDATIONS TO THE REVIEWING OFFICIAL.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 50 | | 35 | | 15 |
| ACSC | | 46 | | 33 | | 21 |
| AWC | | 46 | | 30 | | 24 |
| ALL | | 48 | | 33 | | 19 |

One out of every two students believe Senior Raters should utilize an advisory board to provide fair treatment in the allocation of promotion recommendations. This is very similar to the attitudes of the students in 1977. This may indicate that there is a perception that a board process decreases any bias or personality conflicts.

QUESTION: THE NEW OFFICER PERFORMANCE REPORT AND THE PROMOTION RECOMMENDATION WILL CARRY A DISPROPORTIONATE WEIGHT IN ANY SELECTION PROCESS WHEN COMPARED WITH THE OLD OERS.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 26 | 56 | 18 |
| ACSC | 39 | 39 | 22 |
| AWC | 49 | 28 | 23 |
| ALL | 33 | 47 | 20 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 25 | 58 | 17 |
| BRIG GENERAL | 30 | 50 | 20 |
| MAJ GENERAL | 33 | 45 | 22 |
| LT GENERAL | 44 | 33 | 23 |
| GENERAL | 53 | 29 | 18 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 31 | 47 | 22 |
| NAVIGATOR | 29 | 55 | 16 |
| NOM RATED | 35 | 45 | 20 |

1977 SURVEY

QUESTION: UNTIL A SUBSTANTIAL NUMBER OF NEW OERS HAVE BEEN ADDED TO EACH OFFICER'S SELECTION FOLDER, THE NEW OERS WILL CARRY A DISPROPORTIONATE WEIGHT IN ANY SELECTION PROCESS.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 70 | 18 | 12 |
| ACSC | 77 | 16 | 7 |
| AWC | 82 | 10 | 8 |
| ALL | 75 | 16 | 9 |

The OES formal briefings highlighted the fact that the new OES will be only one part of an officer's record and that the entire record will be used in any selection process. But overall, it appears that the students have a wait and see attitude. In the 1977 survey, 75% of the students agreed that the new OER would carry a disproportionate weight in any selection process.

QUESTION: A RATEE'S CHANCE OF RECEIVING A DEFINITELY PROMOTE RECOMMENDATION WILL NOT BE AFFECTED BY GROUP SIZE.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 13 | 23 | 64 |
| ACSC | 14 | 21 | 65 |
| AWC | 23 | 16 | 61 |
| ALL | 15 | 21 | 64 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 16 | 24 | 60 |
| BRIG GENERAL | 10 | 25 | 65 |
| MAJ GENERAL | 12 | 17 | 71 |
| LT GENERAL | 20 | 17 | 63 |
| GENERAL | 14 | 18 | 68 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 18 | 22 | 60 |
| NAVIGATOR | 11 | 29 | 60 |
| NON RATED | 14 | 19 | 67 |

1977 SURVEY

QUESTION: ONE REVIEWER HAS FIVE OERS THAT MUST BE REVIEWED IN ACCORDANCE WITH THE STANDARD DISTRIBUTION WHILE ANOTHER REVIEWER HAS 98. A RATEE'S CHANCE OF RECEIVING A HIGH RATING WOULD NOT BE AFFECTED BY GROUP SIZE.

SCHOOL

| | % AGREEL | % NEUTRAL | % DISAGREE |
|------|----------|-----------|------------|
| SOS | 15 | 9 | 76 |
| ACSC | 15 | 9 | 76 |
| AWC | 18 | 6 | 76 |
| ALL | 15 | 9 | 76 |

These results indicate that a large percentage of students feel that group size will affect their ratings. Most of the students perceive that their chances are better if they are competing for a large, rather than a small number of definitely promote recommendations. The perception was very similar in 1977.

QUESTION: AN OFFICER IS A MEMBER OF A UNIT THAT DUE TO ITS SMALL SIZE DOES NOT EARN A DEFINITE PROMOTE RECOMMENDATION. THIS OFFICER MUST COMPETE FOR HIS OR HER PROMOTION RECOMMENDATION AT THE COMMAND EVALUATION BOARD. THIS IS A FAIR AND EQUITABLE PROCESS FOR THIS OFFICER.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 10 | 40 | 50 |
| ACSC | 14 | 22 | 64 |
| AWC | 14 | 29 | 57 |
| ALL | 12 | 35 | 53 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 11 | 43 | 46 |
| BRIG GENERAL | 9 | 40 | 51 |
| MAJ GENERAL | 15 | 19 | 66 |
| LT GENERAL | 14 | 29 | 57 |
| GENERAL | 11 | 28 | 61 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 16 | 34 | 50 |
| NAVIGATOR | 9 | 38 | 53 |
| NON RATED | 10 | 35 | 55 |

1977 SURVEY

QUESTION: AN OFFICER BEING RATED WORKS FOR A REVIEWING OFFICIAL (I.E. WING COMMANDER) WHO MUST FORWARD RATEE'S OER TO A HIGHER LEVEL FOR REVIEW. THE OER WILL BE INCLUDED IN THE DISTRIBUTION OF RATINGS AT THE HIGHER LEVEL. THIS IS FAIR AND EQUITABLE FOR THE RATEE.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 23 | 27 | 50 |
| ACSC | 21 | 16 | 63 |
| AWC | 27 | 20 | 53 |
| ALL | 23 | 22 | 55 |

These results indicate that a very small percentage of the students feel the command evaluation board for small units is a fair process. This could also be an education problem for the students may not realize that their Senior Rater is a member of this board. The perception was similar in 1977.

QUESTION: THE MAJCOM BOARD'S ABILITY TO AWARD ADDITIONAL DEFINITELY PROMOTE RECOMMENDATIONS PROVIDES AN EFFECTIVE METHOD TO ACCOUNT FOR ANY UNFAIR DISTRIBUTION OF TALENT.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 31 | | 49 | | 20 | |
| ACSC | 19 | | 39 | | 42 | |
| AWC | 27 | | 35 | | 38 | |
| ALL | 28 | | 45 | | 27 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 33 | | 51 | | 16 | |
| BRIG GENERAL | 33 | | 46 | | 21 | |
| MAJ GENERAL | 23 | | 45 | | 32 | |
| LT GENERAL | 23 | | 33 | | 44 | |
| GENERAL | 18 | | 36 | | 46 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 30 | | 46 | | 24 | |
| NAVIGATOR | 27 | | 44 | | 29 | |
| NON RATED | 27 | | 45 | | 28 | |

These results indicate that there is a perception that the MAJCOM board is not a fair method to deal with an unfair distribution of talent. This is particularly the case with the ACSC students. There is a large population with a wait and see attitude. This perception may be a result of a limited knowledge of the board process.

QUESTION: THE CENTRALIZED AFMPC BOARD FOR STUDENTS PCS TO FORMAL SCHOOL (AWC-ACSC-AFIT) ALLOWS THESE STUDENTS TO COMPETE FAIRLY FOR PROMOTION RECOMMENDATIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 20 | | 65 | | 15 |
| ACSC | | 15 | | 27 | | 58 |
| AWC | | 10 | | 26 | | 64 |
| ALL | | 17 | | 51 | | 32 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 20 | | 66 | | 14 |
| BRIG GENERAL | | 23 | | 57 | | 20 |
| MAJ GENERAL | | 15 | | 45 | | 40 |
| LT GENERAL | | 12 | | 27 | | 61 |
| GENERAL | | 14 | | 18 | | 68 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 15 | | 49 | | 36 |
| NAVIGATOR | | 19 | | 51 | | 30 |
| NON RATED | | 19 | | 51 | | 30 |

These results indicate that the SOS students are fairly neutral on the subject but the ACSC and AWC feel very strongly that this not a fair procedure. This in balance in opinion may be a result of the SOS students not meeting a board while in school. It is interesting that the negative perception steadily increases as the data is analyzed according to the level of OER endorsement.

QUESTION: AN OFFICER MUST PCS JUST PRIOR TO EITHER HIS IPZ OR BTZ WINDOW FOR PROMOTION. THIS OFFICER DOES NOT HAVE AN UNFAIR DISADVANTAGE WHEN COMPETING FOR A PROMOTION RECOMMENDATION.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 6 | | 33 | | 61 | |
| ACSC | 8 | | 24 | | 68 | |
| AWC | 13 | | 26 | | 61 | |
| ALL | 8 | | 30 | | 62 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 8 | | 33 | | 59 | |
| BRIG GENERAL | 5 | | 36 | | 59 | |
| MAJ GENERAL | 4 | | 25 | | 71 | |
| LT GENERAL | 11 | | 24 | | 65 | |
| GENERAL | 18 | | 29 | | 53 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 10 | | 30 | | 60 | |
| NAVIGATOR | 5 | | 32 | | 63 | |
| NON RATED | 7 | | 30 | | 63 | |

Although there is a significant number of neutral attitudes, there is a strong perception that a new officer may not be able to compete fairly with the "old heads". This perception is certainly not peculiar to the OES, but it does reflect the students' insecurity about receiving a PCS at the wrong time.

QUESTION: THE NEW OES ALLOWS AN OFFICER TO RECOVER FROM
A HONEST MISTAKE.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|----|-------|----|---------|----|----------|
| SOS | 30 | | 48 | | 22 | |
| ACSC | 23 | | 49 | | 28 | |
| AWC | 42 | | 41 | | 17 | |
| ALL | 31 | | 47 | | 22 | |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|----|-------|----|---------|----|----------|
| COLONEL | 32 | | 50 | | 18 | |
| BRIG GENERAL | 29 | | 46 | | 25 | |
| MAJ GENERAL | 26 | | 45 | | 29 | |
| LT GENERAL | 34 | | 44 | | 22 | |
| GENERAL | 36 | | 46 | | 18 | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|----|-------|----|---------|----|----------|
| PILOT | 30 | | 47 | | 23 | |
| NAVIGATOR | 23 | | 49 | | 28 | |
| NON RATED | 34 | | 47 | | 19 | |

These results indicate a healthy attitude with almost 1 out of 3 students believing that you can recover from a honest mistake, with another 47% of the students expressing a wait and see attitude. It is important that we have an officer corps that is willing to take some risk in making it a better Air Force and these results indicate a good attitude with only 22% of the students believing you can not recover from a honest mistake.

SUMMARY

Overall the respondents viewed the OES as a fair system with many of the students expressing a wait and see attitude. They expressed confidence in the qualification and integrity of our mid-level and senior leadership and they appear satisfied with the decision level where the promotion recommendations are managed. There is also general acceptance and support for the OES' focus on job performance. The students expressed concern over many areas that are not unique to the OES but apply to any evaluation system. These areas are: AFSC bias by the rater, PCS timing, and geographic separation from the rater. The students do not appear to be convinced that the MAJCOM Board for small units and the process for obtaining additional Definitely Promote rating is in all cases a fair process. In addition, the students do not feel that the centralized AFMPC board for PCS students is an absolutely fair process. But despite these concerns, overall the students expressed a good or receptive attitude towards the new OES. The next section will analyze the impact of the new OES on the officer corps' career aspirations.

CAREER ASPIRATIONS

QUESTION: THERE IS NO STIGMA ATTACHED TO AN INDIVIDUAL WHO RECEIVES A PROMOTE VERSES AN INDIVIDUAL WHO RECEIVES A DEFINITELY PROMOTE RECOMMENDATION.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 10 | | 25 | | 65 |
| ACSC | | 8 | | 19 | | 73 |
| AWC | | 10 | | 15 | | 75 |
| ALL | | 10 | | 22 | | 68 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 15 | | 19 | | 66 |
| BRIG GENERAL | | 9 | | 20 | | 71 |
| MAJ GENERAL | | 7 | | 24 | | 69 |
| LT GENERAL | | 11 | | 16 | | 73 |
| GENERAL | | | | | | |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 11 | | 27 | | 62 |
| NAVIGATOR | | 7 | | 18 | | 75 |
| NON RATED | | 11 | | 16 | | 73 |

1977 SURVEY

QUESTION: THER IS NO STIGMA ATACHED TO A "3" RATING.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 10 | | 8 | | 82 |
| ACSC | | 6 | | 5 | | 89 |
| AWC | | 6 | | 4 | | 90 |
| ALL | | 8 | | 6 | | 86 |

These results indicate that there is a significant perception that there is stigma associated with receiving a promote recommendation even though the promotion recommendation is not a permanent part of an officer's record. This perception should decrease as promotion board results prove the promotability of a "Promote" recommendation. This perception, although not as strong as the stigma associated with a three rating in 1977 is still significant and could influence an individual's career aspirations.

QUESTION: UNDER THE NEW OES, I WOULD NOT OPPOSE AN ASSIGNMENT TO A HIGHLY COMPETITIVE JOB AT A MAJCOM OR HQ AIR FORCE.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 52 | 34 | 14 |
| ACSC | 59 | 28 | 13 |
| AWC | 49 | 33 | 18 |
| ALL | 53 | 33 | 14 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 52 | 35 | 13 |
| BRIG GENERAL | 50 | 37 | 13 |
| MAJ GENERAL | 55 | 26 | 19 |
| LT GENERAL | 52 | 35 | 13 |
| GENERAL | 57 | 25 | 18 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 44 | 38 | 18 |
| NAVIGATOR | 55 | 30 | 15 |
| NON RATED | 57 | 31 | 12 |

1977 SURVEY

QUESTION: UNDER THE NEW SYSTEM, I WOULD NOT OPPOSE AN ASSIGNMENT TO A HIGHLY COMPETITIVE JOB AT MAJOR AIR COMMAND OR AIR STAFF LEVEL.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 53 | 18 | 29 |
| ACSC | 62 | 15 | 23 |
| AWC | 67 | 15 | 19 |
| ALL | 59 | 17 | 24 |

These results indicate the students willingness to accept a challenge and their confidence that they can compete fairly at any level. It also indicates their perception of the importance of high level assignments and responsibility.

QUESTION: PROMOTION BOARDS WILL GIVE ADDED WEIGHT TO THE OFFICER PERFORMANCES AND PROMOTION RECOMMENDATIONS RECEIVED BY AN OFFICER WHILE AT HIGHER LEVELS OF ASSIGNMENT AND RESPONSIBILITY.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 42 | 46 | 12 |
| ACSC | 60 | 32 | 8 |
| AWC | 50 | 32 | 18 |
| ALL | 46 | 41 | 13 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 41 | 48 | 11 |
| BRIG GENERAL | 35 | 47 | 18 |
| MAJ GENERAL | 64 | 27 | 9 |
| LT GENERAL | 52 | 37 | 11 |
| GENERAL | 46 | 29 | 25 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 46 | 47 | 7 |
| NAVIGATOR | 52 | 37 | 10 |
| NON RATED | 45 | 39 | 16 |

1977 SURVEY

QUESTION: PROMOTION BOARDS GIVE ADDED WEIGHT TO THE RECEIVED BY AN OFFICER WHILE AT HIGHER LEVELS OF ASSIGNMENT AND RESPONSIBILITY.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 82 | 14 | 4 |
| ACSC | 80 | 16 | 4 |
| AWC | 89 | 10 | 1 |
| ALL | 82 | 14 | 4 |

This data indicates that the students perceive that the promotion recommendations received at higher levels of responsibility receive added weight during promotion board proceedings. This is a healthy attitude in that it would seem to encourage individuals to seek positions of increased responsibility.

QUESTION: THE NEW OES HAS HAD A POSITIVE IMPACT ON MY
CAREER INTENTIONS.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 19 | | 63 | | 18 |
| ACSC | | 5 | | 62 | | 33 |
| AWC | | 5 | | 59 | | 36 |
| ALL | | 14 | | 62 | | 24 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 18 | | 66 | | 16 |
| BRIG GENERAL | | 22 | | 55 | | 23 |
| MAJ GENERAL | | 9 | | 62 | | 29 |
| LT GENERAL | | 3 | | 61 | | 36 |
| GENERAL | | 11 | | 64 | | 25 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 12 | | 58 | | 30 |
| NAVIGATOR | | 16 | | 69 | | 15 |
| NON RATED | | 14 | | 63 | | 23 |

These results indicate that the OES has had little effect on the officer corps' career aspirations.

QUESTION: IF AN OFFICER DOES NOT RECEIVE A DEFINITELY PROMOTE RECOMMENDATION IN THE PRIMARY ZONE FOR PROMOTION TO CAPTAIN, THIS OFFICER SHOULD CONSIDER HIMSELF COMPETITIVE ENOUGH TO PURSUE THE AIR FORCE AS A CAREER.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 37 | 35 | 28 |
| ACSC | 34 | 32 | 34 |
| AWC | 34 | 28 | 37 |
| ALL | 36 | 33 | 31 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 37 | 35 | 28 |
| BRIG GENERAL | 42 | 28 | 30 |
| MAJ GENERAL | 28 | 41 | 31 |
| LT GENERAL | 31 | 30 | 39 |
| GENERAL | 54 | 21 | 25 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 37 | 30 | 33 |
| NAVIGATOR | 23 | 37 | 40 |
| NON RATED | 39 | 34 | 27 |

1977 SURVEY

QUESTION: IF AN OFFICER HAD NO OER HIGHER OR LOWER THAN A "3" COMING INTO THE PRIMARY ZONE FOR PROMOTION TO "CAPTAIN", HE SHOULD CONSIDER HIMSELF COMPETITIVE ENOUGH TO PURSUE THE AIR FORCE AS A CAREER.

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 31 | 19 | 50 |
| ACSC | 21 | 9 | 70 |
| AWC | 33 | 10 | 57 |
| ALL | 28 | 13 | 59 |

These results indicate a evenly split opinion on the impact of receiving a promote recommendation for promotion to captain. When compared to the 1377 data it appears that there is less of a negative perception identified with a promote recommendation than associated with a "3" rating.

QUESTION: MY OPPORTUNITY FOR REACHING PERSONAL GOALS
AND OBJECTIVES IN THE AIR FORCE HAS NOT BEEN AFFECTED BY THE
NEW OES.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 45 | 39 | 16 |
| ACSC | 49 | 30 | 21 |
| AWC | 56 | 27 | 17 |
| ALL | 48 | 35 | 17 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 47 | 41 | 12 |
| BRIG GENERAL | 49 | 35 | 16 |
| MAJ GENERAL | 43 | 34 | 23 |
| LT GENERAL | 48 | 31 | 21 |
| GENERAL | 61 | 14 | 25 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 56 | 32 | 12 |
| NAVIGATOR | 43 | 35 | 22 |
| NON RATED | 45 | 37 | 18 |

1977 SURVEY

QUESTION: MY OPPORTUNITY FOR REACHING PERSONAL GOALS
AND OBJECTIVES IN THE AIR FORCE HAS NOT BEEN AFFECTED BY THE
NEW SYSTEM.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 47 | 24 | 29 |
| ACSC | 43 | 23 | 34 |
| AWC | 51 | 17 | 32 |
| ALL | 46 | 22 | 32 |

QUESTION: MY CHANCES OF BEING PROMOTED HAVE BEEN ENHANCED BY THE NEW OES.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 19 | | 57 | | 24 |
| ACSC | | 9 | | 47 | | 44 |
| AWC | | 3 | | 57 | | 40 |
| ALL | | 14 | | 55 | | 31 |

ENDORSEMENT LEVEL-LAST OER

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|--------------|---|-------|---|---------|---|----------|
| COLONEL | | 20 | | 56 | | |
| BRIG GENERAL | | 16 | | 60 | | 4 |
| MAJ GENERAL | | 15 | | 50 | | 35 |
| LT GENERAL | | 3 | | 56 | | 41 |
| GENERAL | | 7 | | 50 | | 43 |

AERONAUTICAL RATING

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|-----------|---|-------|---|---------|---|----------|
| PILOT | | 10 | | 59 | | 31 |
| NAVIGATOR | | 17 | | 55 | | 28 |
| NON RATED | | 16 | | 53 | | 31 |

1977 SURVEY

QUESTION: MY CHANCES OF BEING PROMOTED HAVE BEEN ENHANCED BY THE NEW OER SYSTEM.

SCHOOL

| | % | AGREE | % | NEUTRAL | % | DISAGREE |
|------|---|-------|---|---------|---|----------|
| SOS | | 32 | | 45 | | 23 |
| ACSC | | 18 | | 46 | | 36 |
| AWC | | 30 | | 37 | | 33 |
| ALL | | 27 | | 44 | | 29 |

The results of the last two questions indicates that the students perceive that the OES has had very little influence on their promotability or career aspirations. Certainly this is a ~~poor~~ attitude and indicates that the new OES has caused little controversy.

SUMMARY

In summary, the results seem to indicate that the introduction of the new OES has been successful and although a wait and see attitude is prevalent, the OES has resulted in little controversy, or negative impact on the career aspirations of the students. The next section will analyze the impact of the new OES on officer's performance and motivation.

PERFORMANCE AND MOTIVATION

QUESTION: AN OFFICER WHO RECEIVED A LONG STRING OF ONE RATINGS UNDER THE OLD SYSTEM NOW RECEIVES A "PROMOTE" RECOMMENDATION UNDER THE NEW OES. HIS PERFORMANCE IS APT TO DECLINE BECAUSE OF THIS RECOMMENDATION.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 18 | 48 | 34 |
| ACSC | 27 | 45 | 28 |
| AWC | 18 | 35 | 47 |
| ALL | 20 | 45 | 35 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 18 | 50 | 32 |
| BRIG GENERAL | 19 | 40 | 41 |
| MAJ GENERAL | 23 | 50 | 27 |
| LT GENERAL | 22 | 34 | 44 |
| GENERAL | 21 | 43 | 36 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 16 | 47 | 37 |
| NAVIGATOR | 26 | 47 | 27 |
| NON RATED | 20 | 43 | 37 |

1977 SURVEY

QUESTION: AN OFFICER WHO HAD RECEIVED SEVERAL STRAIGHT "9-4" OERS UNDER THE OLD SYSTEM NOW RECEIVES A "3" UNDER THE NEW SYSTEM. HIS PERFORMANCE IS APT TO DECLINE BECAUSE OF THIS RATING.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 41 | 27 | 32 |
| ACSC | 49 | 22 | 29 |
| AWC | 56 | 20 | 24 |
| ALL | 47 | 24 | 29 |

These results indicate that the students do not perceive that a "Promote" recommendation would impact a officers performance. The promote recommendation is not perceived in the negative terms that a "3" was viewed in 1977 when 50% of the students believed a "3" rating would decrease an officers motivation.

QUESTION: THE NEW OES CAUSES SUBORDINATES TO BECOME
"YES MEN."

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 21 | 44 | 35 |
| ACSC | 24 | 36 | 40 |
| AWC | 20 | 29 | 51 |
| ALL | 21 | 40 | 39 |

ENDORSEMENT LEVEL-LAST OER

| | % AGREE | % NEUTRAL | % DISAGREE |
|--------------|---------|-----------|------------|
| COLONEL | 18 | 43 | 39 |
| BRIG GENERAL | 25 | 44 | 31 |
| MAJ GENERAL | 23 | 42 | 35 |
| LT GENERAL | 24 | 32 | 44 |
| GENERAL | 11 | 28 | 61 |

AERONAUTICAL RATING

| | % AGREE | % NEUTRAL | % DISAGREE |
|-----------|---------|-----------|------------|
| PILOT | 20 | 38 | 42 |
| NAVIGATOR | 27 | 43 | 30 |
| NON RATED | 20 | 40 | 40 |

1977 SURVEY

QUESTION: THE NEW OER SYSTEM CAUSES SUBORDINATES TO BE-
COME "YES MEN."

SCHOOL

| | % AGREE | % NEUTRAL | % DISAGREE |
|------|---------|-----------|------------|
| SOS | 30 | 29 | 41 |
| ACSC | 33 | 28 | 39 |
| AWC | 34 | 18 | 48 |
| ALL | 32 | 26 | 42 |

Almost 80% of the students were neutral or did not agree that the OES would cause officers to become "yes men." The perception in 1977 was not significantly different in that 68% believed that the new OER would not cause officers to become "yes men."

SUMMARY

Although the data is relatively limited, the results appear to indicate that the new OES is perceived to have had little impact on performance and motivation. However, one out of five students think that an officers performance might decline after receiving a promote recommendation. The next section will analyze the OES' impact on competition and co-operation.

COMPETITION AND COOPERATION

QUESTION: AN OFFICER IS BEING RATED BY ANOTHER OFFICER OF EQUAL RANK. THE CONTROLLED DISTRIBUTION OF THE PROMOTION RECOMMENDATIONS WILL HAVE NO INFLUENCE ON THE RATING.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 11 | 41 | 48 |
| ACSC | 13 | 40 | 47 |
| AWC | 20 | 35 | 45 |
| ALL | 14 | 39 | 47 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 12 | 42 | 46 |
| BRIG GENERAL | 15 | 41 | 44 |
| MAJ GENERAL | 12 | 37 | 51 |
| LT GENERAL | 17 | 37 | 46 |
| GENERAL | 18 | 29 | 53 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 15 | 41 | 44 |
| NAVIGATOR | 11 | 41 | 48 |
| NON RATED | 12 | 38 | 50 |

1977 SURVEY

QUESTION: AN OFFICER IS BEING RATED BY ANOTHER OFFICER OF EQUAL RANK. THE CONTROLLED DISTRIBUTION ASPECT OF THE NEW OER SYSTEM WILL HAVE NO EFFECT ON THE RATING.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 10 | 14 | 76 |
| ACSC | 16 | 18 | 66 |
| AWC | 12 | 18 | 70 |
| ALL | 13 | 16 | 71 |

Almost one-half of the officers perceive that the competition between officers will influence their rating if rated by an officer of equal rank. This perception was even more prevalent during the 1977 time frame. This perception could be caused by a lack of knowledge by the students. In most cases, under the OES officers compete for promotion recommendations with only officers in their specific year group. It would be very unusual for an officer to be rated by an officer who is in the same year group.

QUESTION: UNDER THE NEW OES, COMPETITION FOR A GIVEN QUOTA OF PROMOTION RECOMMENDATIONS IS A FACT. THIS COMPETITIVE ENVIRONMENT IS NOT SO INTENSE AS TO CHALLENGE THE BASIC INTEGRITY OF THE OFFICER CORPS.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SGS | 34 | 47 | 19 |
| ACSC | 41 | 34 | 25 |
| AWC | 56 | 29 | 15 |
| ALL | 40 | 41 | 19 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 37 | 45 | 18 |
| BRIG GENERAL | 36 | 49 | 15 |
| MAJ GENERAL | 35 | 42 | 23 |
| LT GENERAL | 47 | 31 | 22 |
| GENERAL | 64 | 25 | 11 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 45 | 41 | 14 |
| NAVIGATOR | 37 | 41 | 21 |
| NON RATED | 38 | 42 | 20 |

1977 SURVEY

QUESTION: UNDER THE NEW OER SYSTEM, COMPETITION FOR A GIVEN QUOTA OF TOP BLOCK RATINGS IS A FACT. THIS INHERENT COMPETITIVE ENVIRONMENT IS NOT SO INTENSE AS TO CHALLENGE THE BASIC INTEGRITY OF THE OFFICER CORPS.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 40 | 20 | 39 |
| ACSC | 43 | 20 | 37 |
| AWC | 51 | 17 | 32 |
| ALL | 43 | 20 | 37 |

These results reflect a good attitude towards the integrity of the officer corps and the impact of the quota system. During the 1977 time frame nearly twice the number of students believed that the competition challenged the integrity of the officer corps.

QUESTION: THE CONTROLLED DISTRIBUTION OF PROMOTION RECOMMENDATIONS IN THE NEW OES WILL HAVE AN UNFAVORABLE EFFECT ON PEER GROUP COOPERATION.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 23 | 51 | 26 |
| ACSC | 39 | 32 | 29 |
| AWC | 31 | 31 | 38 |
| ALL | 27 | 44 | 29 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 22 | 50 | 28 |
| BRIG GENERAL | 26 | 51 | 23 |
| MAJ GENERAL | 30 | 37 | 33 |
| LT GENERAL | 33 | 36 | 31 |
| GENERAL | 36 | 28 | 36 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 24 | 39 | 37 |
| NAVIGATOR | 31 | 37 | 32 |
| NON RATED | 28 | 48 | 24 |

1977 SURVEY

QUESTION: THE CONTROLLED DISTRIBUTION OF RATINGS HAS AN UNFAVORABLE EFFECT UPON PEER GROUP COOPERATION.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 51 | 20 | 29 |
| ACSC | 61 | 20 | 19 |
| AWC | 63 | 18 | 19 |
| ALL | 57 | 20 | 23 |

These results indicate a wait and see attitude on the effect of competition on peer group cooperation. In 1977 nearly twice the number of students thought there was an unfavorable impact on peer group cooperation.

QUESTION: COMPETITION AMONG PEERS WILL BE MORE PERSONAL AND INTENSE UNDER THE NEW GES.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 38 | 42 | 20 |
| ACSC | 45 | 27 | 28 |
| AWC | 47 | 25 | 28 |
| ALL | 41 | 36 | 23 |

ENDORSEMENT LEVEL-LAST OER

| | AGREE | NEUTRAL | DISAGREE |
|--------------|-------|---------|----------|
| COLONEL | 36 | 41 | 23 |
| BRIG GENERAL | 39 | 40 | 21 |
| MAJ GENERAL | 48 | 30 | 22 |
| LT GENERAL | 44 | 29 | 27 |
| GENERAL | 50 | 29 | 21 |

AERONAUTICAL RATING

| | AGREE | NEUTRAL | DISAGREE |
|-----------|-------|---------|----------|
| PILOT | 35 | 34 | 31 |
| NAVIGATOR | 39 | 44 | 17 |
| NON RATED | 45 | 34 | 21 |

1977 SURVEY

QUESTION: COMPETITION AMONG PEERS IS MORE PERSONAL AND INTENSE (CUT THROAT) UNDER THE NEW SYSTEM.

SCHOOL

| | AGREE | NEUTRAL | DISAGREE |
|------|-------|---------|----------|
| SOS | 60 | 17 | 23 |
| ACSC | 64 | 20 | 16 |
| AWC | 64 | 13 | 23 |
| ALL | 62 | 18 | 20 |

A significant number of students do feel that the competition will be more intense under the new OES. This perception is significantly less than in 1977 when 62% of the students had this perception.

SUMMARY

Overall the results indicate not only a good attitude, but a better acceptance of the OES and its quota system now than in 1977. Only a very small percentage currently feel that the competition will challenge the integrity of the officer corps or have a significant impact on cooperation.

CHAPTER V

WRITTEN COMMENTS

There were a total of 153 written comments submitted by the respondents. An analysis of the written comments indicate that the students like the focus on job performance and the requirement to provide feedback to our junior officers. They also expressed confidence in the Senior Rater's ability to award promotion recommendations. But they did indicate significant concern over the fairness of the centralized MPC Board for PCS students. They indicated that they perceived that their chances for a below-the-zone promotion during their years at AWC and ACSC had been significantly reduced. They also indicated that they felt while attending resident PME their chances of receiving a "Definite Promote" while in the primary zone for promotion was also decreased due to the quality of officers they are required to compete with for their promotion recommendation. This perception may not have been as prevalent if the survey was not restricted to PME students.

CHAPTER VI

CONCLUSIONS/RECOMMENDATIONS

As stated earlier, the significance of an evaluation system cannot be underestimated for it is a key factor in motivation, promotion, assignments, reduction in force and ultimately mission accomplishment. The introduction and acceptance of the new OES has a very important impact on the attitudes and morale of the officer corps.

The results of this study indicates that over 60% of the officers agreed that we needed a new evaluation system and only 11% of the respondents indicated that they are not pleased with the OES. A large number of officers have expressed a "wait and see" or neutral opinion. This expresses a receptive attitude and indicates that the Air Force has been successful in the formulation and introduction of the new OES.

The students also indicated that they view the new OES as a fair system and expressed confidence in the qualifications and integrity of our senior leaders and they are satisfied with the decision level where promotion recommendations are managed. The survey results also indicate that the new OES has had very little impact on the career aspirations or motivation of the respondents. And although they are not convinced that a quota system is the best method of managing

inflation, they perceive that the new OES will have little impact on competition and cooperation among the officer corps.

The students did express concern over many areas that are not unique to the OES but apply to any evaluation system. These areas are AFSC bias by the senior rater, PCS timing, and geographic separation between the ratee and the rater. In addition, the students did express concern over some areas that are unique to the OES. The students are not convinced that the MACCOM board is necessarily a fair process. This may be a result of a lack of understanding of the process and could be eliminated by education. The officers may not realize that their senior rater is a member of this board and will personally represent the individuals interest.

The only areas of significant concern that the students have identified is their concern over the fairness of the AFMPC centralized board for students in PCS status (AWC, ACSC, and AFIT). Obviously this concern reflects on the current status of the respondents and may not have surfaced if a different population of the Air Force was surveyed.

The first area of concern was over the fairness of the process for obtaining promotion recommendations for officers in PCS student status and in the primary zone for promotion. Currently, the students selected to attend AWC and ACSC are ranked in the top percentages of their year group. At the centralized board for PCS students at MPC, these officers

compete as a group for the same percentages of promotion recommendations that is applied to the rest of the Air Force.

Obviously, the competition for promotion recommendations is keener at this board than an officer would face at a wing level position. This is a misperception by the students, for this increased competition does not impact the promotability of these officers. because of the promotability of a "Promote" recommendation. Overall this is a perception is not founded on a valid problem and could be cleared by increased education.

The students other area of concern, which appears to be valid, is their discomfort with the fairness of the process for PCS students to obtain their below-the-zone promotion recommendation. The students at AWC and ACSC have above average performance records and are at the top of their year groups. The centralized AFMPC board requires the students to compete as a group for below-the-zone promotion recommendations. Obviously the competition in this environment is significantly greater than officer would face in other environments in the Air Force. This increased competition reduces the students opportunity to have his record reviewed at the centralized promotion board.

In summary, the OES has been successfully introduced and there is a very receptive attitude and it has caused very little controversy among the officer corps. In almost every

category, the attitudes and perceptions of the students indicate a much better acceptance of the OES than existed in 1977 with the controlled OER.

RECOMMENDATION

AFMPC continue their current OES education program and that they establish procedures that place the responsibility for managing below-the-zone promotion recommendations for PCS students with the student's previous MAJCOM.

APPENDIX A

QUESTIONNAIRE
OFFICER EVALUATION SYSTEM

INSTRUCTIONS

1. You should need about 25 minutes to complete the questionnaire and prepare your written comments.
2. Once completed, please seal both the questionnaire and answer sheet in the pre-addressed return envelope and place in distribution.
3. The answer sheet is designed for machine scanning of your response so please use a number 2 pencil and observe the following requirements:

Do not enter your name or SSN

Make heavy black marks that fill the spaces.

Erase clearly any answer you wish to change.

Make no stray markings on the answer sheet.

Do not staple, tear, or fold the answer sheet.

Thank you for your cooperation.

PART I OFFICER EVALUATION SYSTEM (OES)

Using the scale below, indicate how much you agree or disagree with each of the following statements.

AGREE-----NEUTRAL-----DISAGREE
A B C

1. The new OES is here to stay.
2. The OES's controlled distribution of promotion recommendations is a fair method of eliminating inflation.
3. There is no stigma attached to an individual who receives a "Promote" versus an individual who receives a "Definitely Promote" recommendation.
4. Senior raters (Wing Commanders or equivalent) are qualified to provide below-the-zone promotion recommendations.
5. The new OES has had a positive impact on my career intentions.
6. There is very little difference between the new OES and the old "1-2-3" system.
7. The MAJCOM Board's ability to award additional "Definitely Promote" recommendations provides an effective method to account for any unfair distribution of talent.
8. The centralized AFMPC board for students "PCS to a formal school" (AWC-ACSC-AFIT) allows these students to compete fairly for promotion recommendations.
9. The new OES allows an officer to recover from a honest mistake.
10. The truly outstanding officer is identified more easily under the new OES.
11. The controlled distribution of promotion recommendations in the new OES will have an unfavorable effect on peer group cooperation.
12. Competition among peers will be more personal and intense under the new OES.
13. The new OES will cause subordinates to become "yes men."
14. If an officer does not receive a "Definitely Promote" recommendation in the primary zone for promotion to captain, this officer should consider himself competitive enough to pursue the Air Force as a career.

AGREE-----NEUTRAL-----DISAGREE
A B C

15. My chances of being promoted have been enhanced by the new OES.
16. The percentage of "Definitely Promote" ratings available at each rank should not be increased or decreased depending on the level of assignment.
17. The frequency of contact between the ratee and the senior rater is an important consideration under the OES.
18. Off-duty activities (social, civic, etc.) will play a more important role in influencing the rating process under the new OES than under the old rating system.
19. Under the new OES, competition for a given quota of promotion recommendations is a fact. This competitive environment is so intense as to challenge the basic integrity of the officer corps.
20. An officer who had received a long string of one ratings under the old OER system now receives a "Promote" recommendation under the new OES. His performance is apt to decline because of this recommendation.
21. An officer is being rated by another officer of equal rank. The controlled distribution of the promotion recommendations will have no influence on the rating.
22. My opportunity for reaching personal goals and objectives in the Air Force has not been affected by the new OES.
23. Promotion boards will give added weight to the Officer Performance Reports and Promotion Recommendations received by an officer while at higher levels of assignment and responsibility.
24. Under the new OES, I would not oppose an assignment to a highly competitive job at a MAJCOM or HQ Air Force.
25. The extremely high number of officers that received a top rating on the old OER required a new evaluation system.
26. Under the new OES, graduate education and PME are less important than under the old system.
27. I am generally pleased with the new OES.
28. Officers who are geographically separated from their senior rater are in an unfavorable position under the new OES.

AGREE-----NEUTRAL-----DISAGREE
A B C

29. At unit level, an advisory board composed of senior officers should assist the senior rater in providing promotion recommendations.

30. When the senior rater finalizes the promotion recommendations, AFSC (career field) becomes a bias in the new OES.

31. A ratee's chance of receiving a "Definitely Promote" recommendation will not be affected by group size.

32. An officer is a member of a unit that due to its small size does not earn a "Definitely Promote" recommendation. This officer must compete for his or her promotion recommendation at the command evaluation board. This is a fair and equitable process for this officer.

33. In today's Air Force environment, the inflation of officer evaluations can be best managed with a controlled quota of promotion recommendations.

34. Senior raters are generally qualified to decide who actually receives promotion recommendations.

35. Raters and additional raters are generally qualified to recommend who should receive "Definitely Promote" recommendations.

36. A senior rater (Wing Commander or equivalent) has a large number of officers assigned. The work load of providing promotion recommendations will preclude the senior rater from reviewing each officer's record.

37. The new Officer Performance Reports and the Promotion Recommendations will carry a disproportionate weight in any selection process when compared to the old OERS.

38. An officer must PCS just prior to either his IPZ or BPZ window for promotion. This officer does not have an unfair disadvantage when competing for a promotion recommendation.

PART II GENERAL INFORMATION

39. Current rank.
a. Lt
b. Capt
c. Maj
d. Lt Col
e. Col
40. Years in current grade.
a. 1 or less
b. 2
c. 3
d. 4
e. 5 or greater
41. Total Active Federal Service Commission Date (TAFSCD).
a. 1983-1987
b. 1978-1982
c. 1973-1977
d. 1968-1972
e. 1967 or earlier
42. Aeronautical rating.
a. Pilot
b. Navigator
c. Non-Rated
43. Highest level of assignment held.
a. SQ
b. Wg
c. NAF or Intermediate Hq
d. MAJCOM
e. Hq USAF or higher
44. Most recent OER closeout level.
a. Col
b. Brig Gen
c. Maj Gen
d. Lt Gen
e. Gen
45. Years experience as a rating or reviewing official on OERs.
a. 0-2
b. 3-4
c. 5-6
d. 7-8
e. 9 or greater
46. Your estimate of your level of knowledge of the new OES.
a. Very detailed
b. Detailed
c. General
d. Uninformed

47. Your primary source of information on the OES.
- a. Formal briefings
 - b. News articles
 - c. Training classes

PART III WRITTEN COMMENTS

We are interested in any comments or suggestions you have concerning the new Officer Evaluation System (OES). In addition to your general comments, request you list the two things you like best and least about the OES.

COMMENTS:

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